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TO: Assistant Director for Scientific Intelligence
THROUGH: Executive Officer, Office of Scientific Intelligence
SUBJECT: Survey of Document Handling In The Office of Scientific Intelligence.

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To determine whether economies and simplified procedures can be instituted in the receipt, recording, control, dissemination and distribution of documents in the Office of Scientific Intelligence.

2. ASSUMPTIONS:

It is assumed that:

- a. It is the desire of OSI to adhere, where feasible under Agency Security Regulations, to the recommendations of the Commission On Organization Of The Executive Branch Of The Government (Hoover Commission) and to generally accepted good management practices relating to document handling.
- b. OSI manpower should be concentrated, insofar as possible, upon intelligence research and production and related substantive matters, and that OSI should expend only those funds and personnel for document handling which are necessary for secure, adequate control and expeditious movement of documents.

3. FACTS BEARING ON THE PROBLEM:

- a. In its report dated 4 March 1955, the Management Staff pointed out that, as a result of its survey of Intelligence Officers in OSI and ORR, the problems involved in the economical and expeditious handling of documents appear to be more significant than any problems created by the volume of material.
- b. The following facts are revealed by the attached Management Staff Survey Report:

- (1) The cost to OSI of its document handling is 41 cents per item, as compared with 21 cents per item in other Federal Agencies. The annual cost exceeds \$111,300 and 60,400 manhours.

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- (2) The greatest expenditure is in logging documents. Documents are being recorded and controlled in OSI to a greater degree than required by either CIA Security Regulations or good management practices.
- (3) There are no uniform or standardized information control or record-keeping procedures in OSI. Many procedures are unnecessarily elaborate and some are inconsistent with Agency requirements.
- (4) Intelligence Officers are performing information control functions, and some information control personnel perform functions which could be handled more economically by other clerical personnel.
- (5) Excessive numbers of personnel are engaged in information control in some components.
- (6) Failure to expedite the movement of multiple-routing documents is impeding intelligence research and production.

h. DISCUSSION:

- a. Six of the eight OSI divisions log virtually all documents, (the staffs maintaining less detailed logs) although logging at the division and staff level is not required for security purposes. Information Branch logs all incoming and outgoing material, and this is the only logging required by CIA Regulations. Some components maintain logs for reference purposes; however, the cost of such logging is not justified by the number of occasions on which the logs are used for locating documents. Most division and staff information control personnel have stated that, if necessary, they could locate documents without logs, on the basis of subject matter. Since Information Branch logs documents to divisions and staffs, no further logging is necessary to locate documents which are to be retained by the component.
- b. Information control and record-keeping procedures have been largely self-generated by OSI components and are, in many instances, unnecessarily elaborate and cumbersome, providing a small return for a large investment. In an effort to provide detailed and complete systems and procedures, some divisions and staffs have sacrificed T/O slots which might better be used for substantive matters. It appears that there are five information control slots which can be deleted: one from Information Branch and four from the divisions.
- c. Although the problems created by delays in the movement of multiple-routing documents are recognized in OSI, there are few efforts to eliminate delays in the divisions and staffs. Few information control personnel attempt to expedite the movement of such documents, and in the

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absence of Office policy and procedures, it is probable that the delays and their resultant problems will continue.

- d. Several chiefs of OSI components have expressed a desire to simplify procedures and to reduce the costs of document handling. In Information Branch particularly, most of the recommendations in the attached Survey Report have been implemented and have resulted in reduced handling of material, reduced overtime and simpler controls.

5. CONCLUSIONS:

- a. The cost of document handling is high, primarily because of excessive document recording and control.
- b. The installation of simplified, uniform policies and procedures and better utilization of personnel for document handling, as recommended in the attached Survey Report, will reduce the cost and will permit greater concentration of available manpower upon OSI's substantive responsibilities. For example, elimination of five information control slots will result in savings in excess of \$16,000 per year. There is no method of estimating the savings to be realized by reduced handling of documents or by the more expeditious handling of multiple-routing material.

6. RECOMMENDATIONS:

It is recommended that the Assistant Director for Scientific Intelligence direct the immediate implementation of those Recommendations contained in the attached Management Staff Survey Report on which no action has yet been taken. Management Staff will be pleased to assist in this matter.


Chief, Management Staff

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ATTACHMENT:
Management Staff Survey Report

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